

LESSONS FROM THE FIELD

What Does It Take to Make Conservation Work?

Conditions for Success in Conservation

The Biodiversity Support Program (BSP) manages many projects and programs with the goal of having real conservation impact. We are also keenly interested in learning from the activities we carry out and support in the field. In 1994, we began working with our U.S.-based and overseas partners to develop a framework within which to structure our learning. The goals were to focus on the elements of successful conservation interventions and to identify the applied research issues most relevant to the conservation community. Based on extensive interviews and preliminary research, we developed the BSP Analytical Agenda and Action Plan, outlining five conditions for success in conservation.

BSP's Five Conditions for Success

1. Clarity of conservation goals and objectives
2. Equitable and effective social processes and alliances for conservation
3. Appropriate incentives for biodiversity valuation and conservation
4. International, national, and local policies supportive of conservation
5. Sufficient awareness, knowledge, and capacity to conserve biodiversity

These conditions have served to guide us in the projects we support and have provided us with a framework for setting learning and research priorities. In this flagship issue of BSP's *Lessons from the Field* series, we describe the five conditions, providing examples of our work for each one. All issues of the *Lessons from the Field* series will address at least one of these five conditions for success. For ease of discussion, we present the conditions as five discrete pieces. These pieces are, in fact, critical components of an integrated whole. To be successful, conservation interventions must incorporate aspects of all five conditions.

The Biodiversity Support Program

The Biodiversity Support Program's mission is to promote conservation of the world's biological diversity. Our work focuses primarily in Africa and Madagascar, Asia and the Pacific, Eastern Europe, and Latin America and the Caribbean. We work with communities and local, national, and international non-governmental organizations, as well as government agencies, bilateral and multilateral organizations, academic institutions, and donors to support conservation and development initiatives that address both social and environmental needs.

By reviewing our work from around the world and in consultation with our partners, we have identified five critical conditions for success in biodiversity conservation. We believe that all of these conditions must be met in order to reach conservation goals. These conditions form the framework for BSP's *Lessons from the Field* series, which is designed to share with other practitioners what we have learned from the projects we support. Each issue of the *Lessons from the Field* series focuses on one of the five critical conditions and is based primarily on interviews of BSP staff. Where appropriate, we go beyond our own projects and interview other BSP partners.

This, our flagship issue, defines the five conditions and illustrates their interaction in an example from our Eastern Europe Program.

DOING CONSERVATION BETTER

*BSP's Analysis and Adaptive
Management Program*



Condition 1: Clarity of Conservation Goals and Objectives

In designing a successful conservation activity — whether a community managing its own resources; a specific project, program, or portfolio of projects; or research — one of the first and most critical steps is to develop clear goals and objectives. Goals and objectives should be discussed, negotiated, and agreed upon by all of the partners and stakeholders involved in the project. These include project designers and managers as well as those who will be affected by the project's implementation. Through experience, BSP staff have come to appreciate how critical it is to be clear about where you're going and how you will get there. This clarity helps avoid misunderstandings and conflicts that may arise and helps ensure smooth operations. An obvious starting point? Yes. But getting off to a good start can be harder than you think.

It's hard enough for individual project teams or a single community to come up with clear operational goals, but it's even more difficult for groups of organizations or communities to negotiate and finalize goals for joint activities. All too often, in the rush to forge alliances, conservation professionals, organizations, and other stakeholders charge into activities without first truly clarifying their goals and objectives.

In one such case, BSP found itself involved in a project with multiple partners, including a multi-government commission, a government agency, international and national nongovernmental organizations (NGOs), and a private foundation. The goals and objectives of the project were only loosely defined in the origi-

nal proposal. And, it was clear at the first "team" meeting that the partners thought differently about what they wanted to achieve and how they wanted to initiate project activities.

The partners could not even agree upon whether the project was fundamentally a development project or a conservation project. Because the partners chose not to resolve this difficult and uncomfortable issue, they could not clarify the project's goals. According to Richard Margoluis, Director of BSP's **Analysis and Adaptive Management (AAM) Program**, "With a lack of leadership and no consensus about what we were trying to achieve, there was never really any hope of our truly joining forces to effectively achieve anything."

Clarity of goals helps research too, as was the case in one of BSP's applied research projects, the **Role of Sustainable Agriculture in the Conservation of Biodiversity**. "Being very clear about the project's goals from the beginning was the single

most important contributing factor in the success of the project," states former Program Officer Vance Russell. In this case, knowing what was to be achieved came relatively easily, as the partner organizations involved in the project had approached BSP with an already well-formed idea. Both *Defensores de la Naturaleza* of Guatemala and *Linea Biósfera* of Mexico wanted to determine to what extent their farmer-based sustainable agriculture projects contributed to biodiversity conservation.

At the very beginning, BSP, *Defensores*, and *Linea Biósfera* worked together on a concept paper that laid out their ideas for the project. Russell cites this concept paper as the uniting force that defined the vision, goals, and specific objectives for the project. It also served as a solid point of reference that project partners could use in order to keep on track.

The **Disasters and Biodiversity Project** of BSP's **Africa and Madagascar Program** has had similar experience. Senior Program Officer



R. Gingrich

Objective, transparent, and scientifically based criteria were used in BSP-supported regional exercises that identified conservation priorities for terrestrial, freshwater, and marine ecoregions in Latin America and the Caribbean.

Rebecca Ham comments, “The ability to continually refer back to clear project goals helps determine the most appropriate direction for the project.”

At BSP, we have found that priority-setting exercises can play a vital role in helping to define and clarify biodiversity conservation goals. Ilana Locker, Senior Program Officer in BSP’s **Latin America and Caribbean (LAC) Program**, finds that “Effective priority setting can help institutions determine where they should focus their efforts based on a specific and mutually established set of criteria.” BSP has supported and/or conducted priority-setting exercises with partner organizations in Asia and the Pacific, Eastern Europe, Latin America and the Caribbean, and Africa.

Being clear about what you’re trying to achieve is the starting point for any successful project, but you also need to know how effective your efforts are at each step along the way. Feedback information is critical to assessing impact and managing your activities. Monitoring systems developed and implemented by community members and project managers provide this type of information.

In a project in the Padaido Islands, communities involved in a micro-enterprise project supported by BSP’s **Biodiversity Conservation Network (BCN)** were clear about one thing: they wanted to conserve the coral reefs around their islands as a draw for tourists to their ecotourism lodges and dive trips. Almost since the beginning of the project, the communities have been monitoring their efforts. According to John Parks, former BCN Senior Program Officer, “The communities gather and analyze information and digest results, making management decisions from the knowledge



B. Cordes

Coastal communities in the Padaido Islands have found that scientific monitoring and adaptive management can lead toward sustainable resource management.

they gain along the way.” Parks adds, “This project serves as a model for how communities can be supported and trained to do scientific monitoring and use adaptive management to help meet clearly defined objectives.”

Condition 2: Equitable and Effective Social Processes and Alliances for Conservation

Why have alliances — something of a buzzword in current conservation circles — become so important to organizations, communities, and individuals? One key reason is that alliances make it feasible to pool the resources and complementary skills necessary to take on complex tasks that would otherwise be impossible.

BSP’s AAM and BCN programs recently completed a joint study of the characteristics of effective conservation organizations and alliances, entitled **Institutional Arrangements: the Role of Nongovernmental Organizations (NGOs)**. The results of this study, published as *In Good Company: Effective Alliances for*

Conservation, indicate that when alliances are created honestly, effectively, and with a common vision, they can greatly enhance conservation impact while at the same time being beneficial to the partner organizations themselves. According to Cheryl Margoluis, former AAM/BCN Research Associate, “Alliances provide the opportunity for organizations to share information and learn from each other. Alliances can help organizations accomplish more than they could on their own.”

BSP’s **KEMALA** program in Indonesia supports more than 20 organizations focused on community-based natural resource management. The program works with each of the organizations and provides opportunities for them to function as networks. “KEMALA’s coalition-building approach promotes greater interconnectedness among organizations, projects, and people,” says Patrick Maguire, Program Officer for BSP’s **Asia and Pacific Program**. “KEMALA partners are active in political and administrative circles, working in



P. Rodman

BSP's KEMALA program helps conserve Indonesia's biologically diverse tropical forests by supporting community-based natural resource management.

various networks and partnerships that change form and members as needed." KEMALA helps to provide the necessary political space and administrative framework for diverse stakeholders to work together on important issues.

The **Central African Regional Program for the Environment (CARPE)** provides an example of how multiple alliances operating at multiple levels can facilitate conservation. CARPE supports work to identify and address major threats to the forests of the Central African region. The program also invests in building the capacity of

national organizations to manage their countries' resources more effectively and in promoting a regional dialogue within the conservation community.

CARPE involves NGOs, governmental and national organizations, and individuals from Central Africa and the United States. Some of the organizations create or further develop alliances with the communities in which they work. The creation of these alliances — from communities to governments — is a major feat in itself. According to Laurent Somé, Senior Program Officer for BSP's **Africa and**

Madagascar Program, "It's the first time you have government ministers sitting at the table with NGOs to address forest management."

Both KEMALA and CARPE demonstrate that, once formed, an alliance can be effective in meeting conservation goals. But the process undertaken to form the alliance can be equally important in achieving conservation success.

The **Conservation Needs Assessment in Crimea Project** involved an unprecedented participatory process in Ukraine that included more than 100 participants representing various sectors of society.

Representatives from government agencies, NGOs, and the scientific community gathered at a workshop in Gurzuf, Crimea, to share information and identify geographic priorities for conservation. A number of important and effective alliances were created at the Gurzuf Workshop. The participants recognized that the democratic way in which the workshop was conducted exemplified a process that few of them had ever experienced.

"People were excited about and encouraged by the open and transparent process that BSP facilitated in this project," says Tatiana Zaharchenko, former Senior Program Officer for BSP's **Eastern Europe Program**. Zaharchenko is confident that, as people gain more experience in this process, democracy will play a significant role in the future of conservation in Ukraine. The Crimea project demonstrates how effective partnerships and equitable processes can provide enhanced opportunities for working together to achieve conservation goals.

Condition 3: Appropriate Incentives for Biodiversity Valuation and Conservation

Do people protect an area because it has special spiritual value to them? Is it because they can harvest some types of plants to sell or can hunt animals to eat? Is it because they believe their own well-being is tied to the health of the natural environment that surrounds them? Different motivations drive people to conserve and use natural resources in different ways. In order to succeed, conservation initiatives must identify and support locally expressed incentives to protect biodiversity.

One of BCN's main goals was to investigate and analyze the role of economic incentives to conserve biodiversity in subsistence communities throughout Asia and the Pacific. BCN's core hypothesis was that if enterprise-oriented approaches to community-based conservation are going to be effective, then the enterprises must (1) have a direct link to biodiversity, (2) generate benefits, and (3) involve a community of stakeholders.

For the past five years, BCN and its partners collected the data and information necessary to test this hypothesis. Their findings were somewhat surprising: even though cash benefits play an important role, non-cash benefits — such as education, community pride, and land tenure — were valued by local residents as highly as, if not more than, cash. Bernd Cordes, former BCN Senior Program Officer, suggests, "Most people assume that cash is the primary incentive, but planners need to remember that there are other types of incentives that motivate people to conserve."

A good example of the different types of incentives that BCN analyzed comes from the Verata villages in Fiji, where bioprospecting activities led to a reduction of threats to local biodiversity. In this project, local communities teamed up with a major university and an international pharmaceutical company to collect and screen marine invertebrates for medicinal properties with commercial potential. Most of the income earned from this project goes into a trust fund for the community, rather than to individuals. "While cash incentives played a role here," says Parks, "community notoriety and traditional leadership prestige were both just as important as cash in moti-

vating local people to conserve their coastal marine biodiversity."

Stephen Kelleher, former Senior Program Officer for **BSP's Asia and Pacific Program**, agrees with BCN's findings. Kelleher says, "Although the **Ban Udyam Project** in Nepal is based on promoting income generation through sustainable forest management, the fact that people have longer-term, more secure use rights is a key incentive to conserve their forest resources." The Ban Udyam experience is another example of the need to identify and support the appropriate incentives that encourage people to protect their biodiversity.

Too often, conservation projects are

designed without careful analysis of local incentives. The **Behaviors in Conservation Project** in BSP's **Africa**



J. Parks

BCN discovered that community notoriety and traditional leadership prestige were just as important as cash in motivating residents in Verata, Fiji, to conserve their coastal resources.



S. Kelleher

With government handover of forests in Nepal, local communities have responded by conserving their forests, often with impressive results.



C. Ferial

Studies conducted by the Behaviors in Conservation Project have helped field practitioners better understand the root causes of environmental behaviors.

and Madagascar Program examined the role of people's behaviors — and the driving forces behind them — in natural resource use in six African countries. As Senior Program Officer Rebecca Ham points out, "Practitioners often focus on the behaviors themselves rather than what is causing them." The Behaviors project staff found that some of the cases they studied lacked proper assessment of

the forces that influence behaviors, which led to project designs based on faulty assumptions.

Condition 4: International, National, and Local Policies Supportive of Conservation

Even with clear goals, healthy alliances, and projects that promote appropriate incentives, it is difficult to achieve or maintain conservation

impact without the support of an effective policy framework. Policy must not only be drafted and "on the books," it must also be truly implemented.

In BSP's experience, policy issues must be addressed at multiple levels — from local, to national, and even international. Equally important, policies must be coordinated across these levels to be effective. According to Kath Shurcliff, Team Leader of BSP's **Asia and Pacific KEMALA Program**, "It starts with one local NGO having success in changing policy with local government. This becomes evidence to help convince policy makers at the national level that proposed changes actually do work on the ground."

For example, with the help of KEMALA, the NGO network Pro-BELA is helping local communities in Indonesia monitor forest conditions in East Kalimantan, Irian Jaya (Papua), and North Sumatra. Pro-BELA has already shown some success: the Indonesian government's forestry department has revoked the license of a timber company that had severely degraded both the forest and an important river in Aceh, North Sumatra. In cooperation with the Indonesian Ecolabelling Institute,

BSP's Portfolio in Analysis & Adaptive Management

Our research and analysis portfolio of six projects was designed to address the five conditions for conservation success outlined in this issue of *Lessons from the Field*.

- Adaptive Management of Conservation and Development Projects
- Decentralization and Partnerships for Biodiversity Conservation
- Health Incentives for Biodiversity Conservation
- Institutional Arrangements: the Role of Nongovernmental Organizations (NGOs)
- Setting Biodiversity Conservation Priorities: Approaches and Impacts
- The Role of Sustainable Agriculture in the Conservation of Biodiversity

Each AAM project will result in at least one major publication documenting the research and results for the conservation community. These publications will be released on the Web at www.BSPonline.org and in hard copy over the coming year. ■

Pro-BELA is using what it has learned to promote national-level regulation that will establish a self-monitoring system for community forestry.

Perhaps even more important than the individual policies themselves is the way they are created. Policies resulting from stakeholder involvement are often more likely to succeed than those handed down from the government. Reflecting on the CARPE experience, Somé says, “We understood that one of the biggest limitations to improving policy making and implementation was a problem of governance. For conservation policy to succeed, the people who are most influenced by a particular law must have access to a sound legal framework — one that allows them to participate in the design, implementation, monitoring, and modification of the policy.”

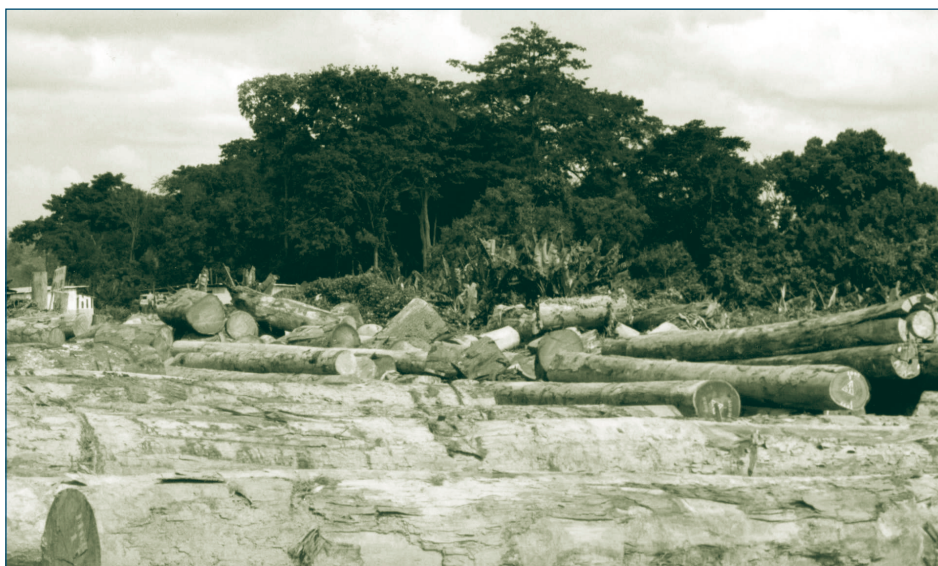
BSP has found that working with local communities to map tenure claims can be an effective strategy for promoting supportive local and national policies. For example, mem-

bers of the Tagbanua people in the Philippines believed that their sacred natural resources were being threatened by regional development plans, including an international oil company’s plan to run an undersea pipeline across the community’s coral reefs and fishing grounds. With support from the **BSP Asia and Pacific Program’s Peoples, Forests, and Reefs (PeFoR) Project**, the Filipino NGO, PAFID, worked with the Tagbanua community to map their ancestral domain.

The policy implications of this event were even greater than project staff anticipated initially. Community members were able to use the maps to convince the oil company to route its pipeline away from the community’s territory, thus saving their local coral reefs and fishing grounds from the destruction that would have otherwise resulted. Meanwhile, the community used their maps to gain the addition of Ancestral Waters into the Ancestral Lands language in the draft Indigenous Peoples Rights Act

(October 1997). This was the first time that community rights over coastal waters and reefs were recognized by the Philippine government.

Janis Alcorn, Director of BSP’s **Asia and Pacific Program**, observes, “As neighboring communities saw the importance of having maps, they sought assistance for making their own maps. The mapping gave them both an important tool and the necessary information to play an active role in making policy decisions regarding their lands, decisions that previously had been left to the government.”



CARPE has promoted the participation of civil society in forest management and monitoring by supporting stakeholder access to up-to-date, reliable data on the state of natural resources in the Congo Basin.



PeFoR-supported mapping of ancestral waters around Coron Island in the Philippines gave the Tagbanua community a voice with which to counter immediate conservation threats and participate in making supportive policy decisions.

Condition 5: Sufficient Awareness, Knowledge, and Capacity to Conserve Biodiversity

From awareness and knowledge comes motivation; but motivation alone is not enough to conserve biodiversity. To convert ideas into action, people must have the necessary skills and capacity. From its inception in 1988, BSP has been committed to building the capacity of local community members, conservation project and program managers, and policy makers. Since capacity building must also occur at institutional levels, much of BSP's work has also focused on institutional strengthening of NGOs, community-based organizations, and government agencies.

These days, park managers need to know not only how to manage the biological resources within a protected area, but also how to supervise staff, enforce laws, create projects that incorporate development plans, and work effectively and harmoniously with surrounding communities. The BSP-supported **Protected Area Conservation Strategy (PARCS) Project** helped build the capacity of African park staff to meet this broader and more complex set of requirements. The PARCS project worked with national parks officers to identify the skills that needed to be developed, and then worked with training officers to create training curricula and programs to address these needs. In her assessment of the project, Judy Oglethorpe, BSP Executive Director



The PARCS-supported handbook What's Your Role? helps protected area authorities across Central and West Africa implement in-service training programs. Published in English and French, it draws on the experiences and lessons of protected area managers from 16 African countries.

and Director of BSP's **Africa and Madagascar Program**, observes, "PARCS proved to be an effective way to catalyze the change that was required to equip park managers with the necessary skills to address the needs of local stakeholders."

Capacity building is important at the individual level, but individuals come and go. Institutions themselves must develop and maintain the capacity to manage successful conservation projects and programs. Through its **Latin America and Caribbean Program**, BSP supports The Nature Conservancy (TNC) in its work with one of Mexico's largest conservation NGOs, Pronatura. This NGO has seven regional offices throughout Mexico,

ranging widely in size, scope, and capacity. TNC assisted Pronatura in conducting a self-assessment exercise that helped staff identify several components of the organization that needed strengthening. Support efforts now focus on two high-priority areas: financial tracking systems and resource mobilization strategies. "Although capacity building can take many forms," says Locker, "the point in each case is to contribute to the ultimate goal of helping people in-country to manage their own resources."

What Does It Take to Make Conservation Work?

Conservation is a complex process, involving many different issues, stakeholders, and pressures, often at multiple levels. We believe, therefore, that all five conditions are necessary to achieve conservation and that no single one is sufficient by itself. These conditions are really five pieces of an integral whole, and you need the whole to make conservation work.

"You cannot value the conditions in isolation," says Oglethorpe. "No single approach to conservation is effective on its own, and no single condition can create a truly successful intervention." Oglethorpe reflects that projects deficient in one condition or another were, in the end, the ones that met with limited success. While having all the conditions in place doesn't guarantee success in all cases, it does greatly increase the likelihood that a conservation initiative will have its intended impact. ■

Case in Point

Combining Conditions in Ukraine

What happens when elements of the temperate and sub-Mediterranean ecosystems meet components of arctic and sub-arctic ecosystems? The result is the unique array of ecosystems of wetlands, steppe grasslands, and rich pockets of endemic flora found in Ukraine.

These ecosystems are coming under increased pressure as Ukraine's recent independence from the former Soviet Union continues to bring radical social, economic, and political changes. While difficult to deal with at times, these changes present a window of many opportunities — to improve existing protection strategies, to redirect financial support for conservation projects, and to change the current approaches to conservation.

In its own way, BSP contributed to opening this window through its project **Promoting Biodiversity Conservation in Ukraine**, which was initiated in 1995. The project's two components focused on (1) establishing a national small-grants program and (2) facilitating a regional conservation needs assessment for the country's Crimean peninsula.

Assessing Conservation Needs in Crimea

In the Crimean component of the project, NGOs, the scientific community, and government departments worked together to outline conservation needs, establish **clear conservation goals**, and determine priorities for the region. They met in November 1997 to participate in a workshop, known as the Gurzuf Workshop, to set geographic and thematic priorities for conserving the peninsula's biodiversity. The priority-setting exercise was a success in producing the desired outcome and in getting people talking about what was, for them, a new experience. BSP's priority-setting process, based on participation and consensus, sharply contrasted with common practice within the conservation field in Ukraine.

The idea of making joint decisions through open debate was foreign. "People are not used to voicing their concerns, and they are doubtful that doing so can have an impact," says Tatiana Zaharchenko, former Senior Program Officer in BSP's **Eastern European Program**. "For so many years, the state was dominant." The relatively new phenomenon of elections — still in its nascent stage and rife with difficulties — is the only exposure many Ukrainians have had to democracy. The experience has left them wary of state-sponsored democracy. The BSP experience, in the eyes of many participants, has



Ukraine's Black Sea coastline harbors a wealth of biological diversity. Scientists at the Gurzuf Workshop mapped the aquatic flora and fauna of the Crimean Peninsula and selected several coastal areas as priority sites for conservation action.

*Condition #1:
Clarity of
conservation
goals and
objectives*

*Condition #2:
Equitable and
effective social
processes
and alliances for
conservation*

demonstrated how **equitable and effective social processes** can lead to sound and lasting conservation decisions.

Although Ukraine has a well-established and credible scientific community, the funds to support research are scarce, so sharing information is not a common practice. The idea of having everyone publicly share data was viewed suspiciously by some. It took time and honesty to establish trust and build an effective relationship. BSP staff proved themselves by keeping their word, doing what they said they would, and doing whatever they could to demonstrate their commitment. As Bruce Leighty, Director of BSP's **Eastern Europe Program**, puts it, "Visiting Crimea in the winter, when no other foreigner would go there, helped us gain their trust."

Leighty recalls that when he and Zaharchenko showed up for the workshop with the maps and publications they had promised, both the tone and nature of the interactions changed. By the end of the project, scientists were contributing previously guarded information and hand-drawn maps. The success of the exercise was due, in part, to the planners' recognition of **appropriate incentives** for conservation in Crimea. "Most Crimeans want protected areas for recreation and aesthetic enjoyment," says Leighty. "But the priority-setting exercise also sparked intellectual discussion and a new sense of ownership that could be harnessed into conservation action."



Mapping session results, shared with all participants, formed the basis for the geographic recommendations that followed.

*Condition #3:
Appropriate
incentives for
biodiversity
valuation and
conservation*

The National Small-Grants Program

The other major component of BSP's project in Ukraine, the **Conservation Initiatives Grants Program**, aimed to increase the resources available to NGOs and scientists to help determine both the current state of biodiversity in Ukraine and what needs to be done for the future. The grants focused on several topics, including resource management both within and outside of protected areas, cultural and social influences on conservation, and local incentives for conservation. Among the results of the grantees' work were the expansion of a protected area in the Ternopolskii region, re-introduction of a locally extinct fish, creation of a landscape park, and support for publishing two periodicals — a news bulletin and a scientific journal — on Ukraine's biodiversity.

As with the priority-setting exercise, the small-grants program introduced new and valuable processes and approaches.

- The initial call for proposals, along with the criteria for selection, was widely circulated through a variety of media to ensure unrestricted access and participation.
- A local advisory panel was formed to review qualified proposals and make recommendations to BSP for acceptance or rejection. Members of the advisory panel were widely recognized experts on Ukrainian biodiversity and intentionally selected to represent different sectors of society.

- Applicants who did not receive grants were sent personalized letters summarizing the comments made on their proposals and the rationale for their rejection in order to ensure transparency and strengthen the ability to prepare future grant proposals.
- A detailed memorandum describing the selection process and final results was distributed among applicants, relevant government bodies, the NGO community, and international organizations based in Ukraine, and it was published in a national conservation news bulletin.
- Grantees had ongoing exchanges with advisory panel members throughout the implementation and review phases of the program.

Although these points could describe a typical small-grants program, in the changing society of Ukraine this level of transparency was a remarkable and new experience.

The Possibility of Lasting Impacts

What will be the lasting impacts of introducing these processes and approaches to Ukraine? Leighty and Zaharchenko believe that both project components will provide guidelines for conservation practitioners in the future. Many Ukrainians familiar with the **Conservation Initiatives Grants Program** suggested that BSP's approach be used as a model for future assistance. And, because the political changes happening in Ukraine will affect conservation **policies**, Leighty and Zaharchenko hope their work will provide an example of effective social processes for the government to follow.

There is a real possibility for this to happen, as both project components included successful activities in **building awareness, knowledge, and capacity** locally. Although scientific capacity for conservation was already present in Ukraine, the institutions that could mobilize new information and capacity into action were missing. As a result of the priority-setting exercise, 14 NGOs joined to form a new association to focus on promot-

ing biodiversity conservation in Crimea. Known as the Association for Promoting Biological and Habitat Diversity in Crimea, this association is dedicated to taking actions that build upon the findings of the Gurzuf Workshop.

In summary, focusing on all five conditions has created the opportunity for conservation to succeed in Ukraine. Leighty concludes, "You have to address many issues simultaneously if you want to have truly significant, positive, and lasting impact." ■

*Condition #4:
International,
national, and local
policies supportive
of conservation*

*Condition #5:
Sufficient
awareness,
knowledge,
and capacity
to conserve
biodiversity*



B. Leighty

Swallowtail butterfly (Papilio machaon), a Red Book of Ukraine species, is found throughout Crimea. It is just one example of the rich biodiversity found in this part of the world.

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BSP wishes to acknowledge Anthony Willett, former BSP Senior Conservation Analyst, for his drafting of the BSP Analytic Agenda from which the five conditions for success are derived.

About the Biodiversity Support Program

The Biodiversity Support Program (BSP) is a consortium of World Wildlife Fund, The Nature Conservancy, and World Resources Institute, funded by the United States Agency for International Development (USAID). BSP's mission is to promote conservation of the world's biological diversity. We believe that a healthy and secure living resource base is essential to meet the needs and aspirations of present and future generations.

A Commitment to Learning

BSP's Analysis and Adaptive Management Program and our Communications Program work together to produce the *Lessons from the Field* series as part of AAM's Doing Conservation Better Library. Our communications activities are designed to share what we are learning through our field and research activities. To accomplish this, we try to analyze both our successes and our failures. We hope our work will serve conservation practitioners as a catalyst for further discussion, learning, and action so that more biodiversity is conserved. Our communications programs include print publications, Web sites, presentations, and workshops.

BSP Web Site and Listserv

We invite you to visit www.BSPonline.org to learn more about BSP, even after the program closes down in 2001. Through June 2001, you can receive e-mail updates through the Web site. To join our listserv, click on **stay informed** and send us your e-mail address. We'll keep you posted on project highlights, upcoming events, and our latest publications.

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Recommended Resources

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Byers, B. 1996. *Understanding and influencing behaviors in conservation and natural resources management*. Washington, D.C.: Biodiversity Support Program.

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